

## Executive Summary

Dear Colleagues,

Spring is in the air and we are pleased to launch our first CPMEA newsletter titled "The CPMEA Quarterly". The Communications Committee has been interacting with York's Communications department regarding the design of a wordmark for the association and working with the CPMEA membership for ideas and suggestions. We hope that you enjoy the newsletter and will provide feedback on the type of articles and information you would like to see in this electronic forum.

All the CPMEA committees have been busy these past 11 months. In addition to their regular duties and responsibilities, the committees meet monthly to plan, discuss, and actualize their many efforts.

The Membership Committee and the Program Committee hosted a wonderful Spring Breakfast for newly appointed CPMEA members. The event drew more than 70 new CPM staff and everyone had an opportunity to share refreshments and network with seasoned CPM personnel. If you would like to attend an annual breakfast for all CPMEA personnel, let us know and we will consider it.

The Program Committee is busy planning the Annual General Meeting and Symposium. Please mark your calendars and reserve May 26, 2005 from 8 a.m. through to 2 p.m. Register online at [www.yorku.ca/yorkcpm](http://www.yorku.ca/yorkcpm) by Friday, May 19. Although a winter memory, the 2005 Holiday Party was an incredible event where more than 120 CPMEA members attended and enjoyed the festivities.

The Handbook Committee has been strategizing on how best to communicate policies to the community. In addition to a comprehensive handbook, they will investigate designing a handy brochure.

The Executive Committee has been meeting regularly with Committee Chairs and planned a General Meeting in March 2005. The Senate Chamber was full and attendees were provided with Committee updates and information regarding the new CPMEA Job Evaluation System. A warm thank you to Dennis Stapinsky, Director, Compensation for the background information and for responding to questions.

On the fun front, a group of hearty CPM members braved the cold and went skiing in mid-February. Let us know if you would participate in a bowling night or another activity after hours.

Thank you to all who have dedicated their time and talents this year. A very special thank-you to vice-president Gary Brewer and his staff; the financial and administrative support he provides to the Association is greatly appreciated.

There will be a few open spaces for new members within the Executive and on various Committees. Consider placing your name on a ballot and join a dynamic and dedicated association.

Jane Crescenzi  
Steve Dewar  
Lillian Nasello  
Rose Orlando  
Sean Squires

# CPM Ski Trip - A Part of Our Heritage

By Sean Squires

The 2nd Annual CPM Ski Trip was held at Devil's Glen Ski Club on Friday Feb 18th. Ten hearty CPMs, along with several friends and loved ones attending this year's event to enjoy a beautiful winter's day at one of Ontario's best private ski clubs. This year's group doubled the contingent from 2004, who ventured to the Georgian Peaks Ski Club.

Nestled in a beautiful valley south of Blue Mountain, the Devil's Glen Ski Club hosted an adventurous group of CPMs, which included Mike Graham, Jeremy Greenberg, Richard Grundsten, Sarah Hopton, Mike Papakyriakou, Olivia Petrie, Bruce Porter, Bruce Shuman, Sean Squires, and John Wilson.

The first challenge of the day for everyone was to find the Club. As ever, in his quest to deliver, John Wilson (Postal Services), was in charge of delivering the organizing team to the Club. Rain, sleet and snow would not deter him, though the latter just about did it when we missed the turn off for the club due to poor visibility. Undaunted, he corrected our course and delivered the team to the Club at the appointed hour. The balance of the CPM group arrived shortly thereafter (with some taking a little longer).



The 2005 CPM Ski Day attendees (missing is Bruce Shuman). From left to right: Mike Graham, John Wilson, Alana Graham, Jeremy Greenberg, Sarah Hopton, Richard Grundsten, Mike Papakyriakou, Sean Squires, Bruce Porter, and Olivia Petrie.

Devil's Glen is a beautiful Ski Club situated in a lovely valley that is not easily observed from the main road. Its facilities, including clubhouse and trails are first rate. There was lots of snow on the hills, which range from beginner (greens) to several steep black diamonds. The latter provided lots of challenge to the more daring of the group, who battled the deep snow in their search for adventure and speed. At the top of the hills, one could see for miles (when the snow let up) adding to the splendor of the day. There was also plenty of snow to provide an excellent setting for Richard Grundsten, our lone Cross Country skier, to contemplate life and the area's beauty as he increased his heart rate and fitness level.

The York CPM group met for lunch (well most of us found our way there) at the reserved table in the clubhouse to savour hot chocolate, soup and chili. After refreshing ourselves and realizing no hospitalization was yet required, we headed back to the slopes to enjoy the winter's day in our own Shangri La. In the afternoon, with clearer skies prevailing, our spirits soared to the top of the hills, only to race back to the lifts. The lines were almost none existent, which allowed the group to enjoy a day of skiing and not one of lining up for the lift. Small lift line-ups are one of the big benefits of private clubs and one of the reasons we choose to visit them on our Ski Day.

What a great way to spend Heritage Day, enjoying a wonderful Canadian winter's day, with colleagues and friends, taking in a great Canadian activity. Our thanks to Olivia Petrie (CST) for getting the group access to this beautiful ski club. It was a treat to visit Devil's Glen.

On behalf of the entire group, I want to thank Mike Papakyriakou (DOHS) for again organizing this great event. Mike puts a lot of effort into making this event happen, and those of us who take advantage of it really do appreciate his efforts. Thank you Mike.



The Original Four: Mike, John, Sarah and Sean.

The original four (Mike P., Sarah H., John W. and Sean S.) are already contemplating the CPM Ski Trip for 2006. The group is considering traveling to each of the top private ski clubs in Ontario, with the Alpine Ski Club possibly being our choice for 2006. It will be held on the Friday of Reading Week, so put it in your calendar now. If you are interested in joining us for the Ski Trip or other adventures, please let Mike Papakyriakou ([mikepapa@yorku.ca](mailto:mikepapa@yorku.ca)) or Sean Squires ([squires@yorku.ca](mailto:squires@yorku.ca)) know and for February 2006 - "wish for snow".

## 2004 Holiday Party



The Vegas Boys

## Tune in to Your Scheduled Program

The CPMEA Program Committee contributes to creating a positive workplace environment for all CPM employees by organizing events that promote celebration for contributions made, encourage a sense of belonging, and sustain positive self worth, fellowship and sense of being valued by the organization. Our mission is to organize events that can help defuse workplace stress and allow members to network and develop relationships with colleagues with whom they rarely have contact. All events must be well organized, affordable to members, and be informal enough to provide the opportunity to unwind and have fun.

In 2004 the Program Committee was busy with several events including the 1st Annual Barbeque held on June 25th, 2004. We had an outstanding turnout with over 100 attendees. A York Home-grown band, Sudden Mischief, entertained the crowd for a few hours. We gave away great prizes coupled with a delicious lunch held in Michelangelo's dining hall.

The CPMEA Holiday Celebration was held on Thursday, December 9, 2004. It was an incredible success with over 120 attendees! Our theme for the evening was "Magic" complete with a Magical Act. "The Vegas Boys" provided the live rockin' music that had each partygoer moving and shaking. We had a raffle for prizes that included a day at a spa and baskets for giveaways were generously donated by VP Bonnie Neuman, Printing Services and AVP Facilities Services, Michael Graham. Thank you to all our sponsors and those who attended for making this party a great success. We look forward to having more attendees at next year's party!

On April 1, 2005, in conjunction with the Membership Committee, the Program Committee assisted with the planning of a Welcome Breakfast for new CPM employees. The breakfast turnout was amazing with over 70 in attendance.

### What's coming up?

The 2005 CPMEA Spring Symposium is slotted for Thursday May 26th 2005. Speakers Assistant Vice President of Facilities Services, Mike Graham and Nina Spencer will speak to the topic of "Finding Passion in Your Profession"

The CPMEA 2nd Annual Barbecue is projected to take place in late June after convocations are completed and the CPMEA Holiday Celebration 2005's proposed date is Thursday, December 8, 2005. The events have seen an increase of CPM attendance over the past few years. But our goal still remains to increase attendance past last year's record by continuing to offer quality events for a reasonable price, by increasing our promotion and encouraging those who attended past events to share their experience and invite others to participate.

The Program Committee works very hard to bring you these events. We hope you've enjoyed the past events and will continue to enjoy upcoming events.

*The 2004-05 Program Committee includes the following volunteer members: Vinnie Berman (Chair), Dimple Don-Liyanaage, Kam Naisbitt, Marlene Salojärvi and Margaret Miceli (Ex-officio, HR Rep).*



CNS works their magic. From left to right: Ramon Kagan, Miguel Marques, Donal Lynch, Hendra Hendrawan, Karen Wash, Neal Stephenson, Rose Orlando, Susan Spence.

## April Welcome Breakfast



Lillian Nasello, Dawn Richards, Jane Crescenzi, Sivan Raz

More pictures online at: [www.yorku.ca/yorkcpm](http://www.yorku.ca/yorkcpm)

# Committee Updates

## Handbook Committee

The Handbook Committee has been reviewing samples from other institutions as well as previous York incarnations. The challenge being how to keep such a living document up-to-date, and without being obsolete before we publish. To that end we are looking at a virtual on-line model (with the possibly of an accompanying CD or pamphlet) with some content and many links to resources that CPMs will need. A table of contents is being fine tuned at the moment and associated URLs are being added. We will be sending out a small survey to those who have joined the CPM ranks in the last year or so to find out what information would have been important to them at the time of starting & in their initial days as CPM. If anyone has any suggestions regarding content or format, please email Terry Wright (wright1@yorku.ca)

*The Handbook Committee includes the following volunteer members: Monika Chewinski, Sheila Forshaw, Dianne Piaskiski and Terry Wright (Chair)*

## Membership/Nomination Committee

The Membership/Nomination committee has been hosting several welcome breakfasts for employees who are new to a CPM position. These functions provide an opportunity for these newly appointed individuals to have introductions to colleagues from other areas, to ask questions of members of this Committee, and to learn more about the CPMEA through a presentation by one of the Executive.

A new initiative this year was to hold a larger scale breakfast, coordinated with the Program Committee, for employees who have been hired over the past year- and-a-half. On this occasion, volunteers from all of the CPMEA committees and the Executive were in attendance to speak with new employees about their own experience as a confidential/professional/managerial employee at the University as well as their involvement in the various committees.

This committee is also responsible for generating interest and candidates to run for vacant positions in the upcoming elections to be held at the Annual General Meeting in May. If you are interested in getting involved with a CPMEA committee then please contact any of the members listed below.

*The Membership/Nomination Committee includes the following volunteer members: Kristen Denault, Kamla Persaud, Dawn Richards (Chair) and Vinesh Saxena.*

## Communications Committee

The Communications Committee has been working with the University's Communications Division to create a new graphic identity for the CPMEA. The new identity will be used to develop effective communications for the association and will reflect the CPMEA's professional, friendly and innovative membership. The key element of the new identity – the association's "wordmark" – is featured in this newsletter. Our sincere gratitude to Jennifer Wing and Marissa Jones from Communications, and Rod Potter from CNS, for all of their effort and support.

The second major initiative has been the launch of this newsletter, The CPMEA Quarterly. Members have been asking for more communication and information from their association, and this newsletter is one step in that direction. Based on your responses to the survey that was conducted earlier this year, this newsletter will contain: updates from the CPMEA Executive and Committees; CPM profiles to highlight your accomplishments and provide networking opportunities; management tips; and other relevant articles to assist you in your roles at York. Please let us know if there are specific topics that you would like to see covered in the newsletter, or if you would like to submit an article.

*The Communications Committee includes the following volunteer members: Anthony Barbisan (Chair), Marina Brasil, Marcia Howell, and Dragan Spasojevic.*

### Get Involved!

**Volunteers are needed for positions on the CPMEA Executive and Standing Committees. The nomination form and outlines of the various committee mandates are available at: [www.yorku.ca/yorkcpm/elections](http://www.yorku.ca/yorkcpm/elections) if you would like to nominate yourself or someone else to one of these positions. The nominee will be contacted in order to accept (or decline) the nomination and to provide some additional details about themselves for a candidate profile.**

**The last date for online nominations is May 13th.**

**Voting will take place by secret ballot at the Annual General Meeting on Thursday, May 26th. Nominations will also be accepted from the floor at the AGM. All nominees must attend the AGM in order to accept their nomination/election.**

**We encourage the CPMEA membership to participate in this process to ensure that all positions are filled.**

# SeePMEA

## Profiles of Your CPM Colleagues

**Name:** Christian Alan Buhagiar

**Department:** Office of the Vice-President Research & Innovation

**Title:** Manager, Research Policy and Government Relations

**Employee Since:** January 2002

### 9am-5pm

My role is to work directly with the Vice-President to help advise on, shape and grow the research activities of the university. Within this, I handle everything from strategic planning to event management, and from communications to government relations. There are a number of accomplishments that I am proud of but I view them as belonging more to the university community as a whole than to me specifically. I am certainly proud, though, to have played a role in bringing research to the forefront of thought for the university. York has great potential and being part of the driving force to build our reputation is always satisfying. I think my colleagues see me as being determined and aggressive but highly dedicated and responsive. And I'm seldom without ideas, or (I have to

admit) opinions. Before I came to York I worked in the private sector, as well as for politicians on Parliament Hill, and at Queen's Park. I attended university in Alabama, Belgium and Israel and spent a year at Osgoode Hall where I had to juggle law studies and running for office in the municipal elections - neither faired as well as I had hoped!



### Favourite Thing About York

The opportunity to interact with research experts from such a diversity of areas - from the sciences to the social sciences, and from the fine arts to the humanities - and gain insights and knowledge into a wide array of subjects that I just can't imagine any other job would afford me.

### 5pm-9am

Having a diversity of interests is really my passion. I love trying new things and I was certainly raised with the belief that being well rounded is as important as anything. I enjoy the ballet and the arts. I live down on Queen Street West and so experiencing the city is always great fun. Cooking is always a joy... which means that my girlfriend's lunches always make her the envy of her colleagues! But for anyone who knows, they understand that my real passion and love is baseball - in particular, coaching kids. I started coaching amateur baseball when I was only about 16 and so with 18 years of experience, I'm a real veteran now. I have founded several teams and just this year joined forces with some other coaches to begin the Toronto Mets Baseball Club, a development program for the region's top high school-aged prospects. Three of our players have made the Canadian Youth Team and a handful of our players will likely be drafted in this June's Major League Baseball Entry Draft... most of the rest will receive US college scholarships. When I'm not working with players in the city I've been fortunate enough to also coach the Ontario Youth Team. As much as I enjoy all of the other aspects of my life, nothing beats the grass and clay of the ball field and seeing these kids grow into successful young men.

# Management Tip

By Jim Clemmer

*"I have yet to find the man, however exalted his station, who did not do better work and put forth greater effort under a spirit of approval, than under a spirit of criticism." — Charles Schwab, Legendary Steel Industry Pioneer*

It has been said that there are only two types of people who thrive on being recognized for their achievements: men and woman. (I guess that covers most of us!) Reflecting on a life of pioneering work, 19th-century American philosopher and psychologist William James said, "I now perceive one immense omission in my psychology – the deepest principle of human nature is the craving to be appreciated."

Effective leaders understand the power of sincere recognition, genuine appreciation, and celebration. These are what provide the atmosphere of encouragement that develops confidence and builds on strengths. This encouragement needn't come from the leader. It can be just as meaningful coming from peers, customers, team members, and other partners. But it's the leader who sets the emotional tone and atmosphere for recognition, appreciation and celebration in his or her organization.

Recognition, appreciation, and celebration continually show up near the top of most lists of motivational factors. In an article entitled "Rethinking Rewards," published in the Harvard Business Review, Andrew Leiby of The Performance Group reports, "Year after year we ask employees what motivates them, and year after year they reply (in order of priority):

1. A sense of accomplishment in performing the work itself
2. Recognition from peers and top management
3. Career advancement
4. Management support
5. Salary

*"All leadership is appreciative leadership. It's the capacity to see the best in the world around us, in our colleagues, and in the groups we are trying to lead." — David Cooperrider, Professor, Case Western Reserve University*

Most of us know intuitively whether someone is being a genuine leader, or is simply "doing their leadership thing." One of the major indicators is how much we feel that person cares about us and our opinions. In my experience, there are hundreds of little ways to tell how much managers care about the people in their organization. Do they use disparaging or objectifying language? Do they involve people in decisions which affect them? Do they try to make the workplace as healthy, safe, and pleasant as possible? Do they ensure that managers are well trained and held accountable for the leadership they provide? Do they openly share "confidential" information? Do they actively practice servant-leadership? Do they individualize rather than generalize? Finally – and this is one of the biggies – do managers ask for, carefully listen to, and act on input from everyone throughout their organization?

Too often managers think they're showing that they care by giving people patronizing pats on the head. These may take the form of goodies such as gifts, parties, long-service trinkets, trivial newsletters, or "royal visits" (occasional "touring of the troops" with much bowing and scraping). Not that these things are necessarily bad. Like anything, they are neither bad nor good in themselves, but in how they're used. When they substitute for treating people as respected and highly valuable partners, they increase cynicism and widen the we/they gap between management and people on the frontlines.

One study of U.S. business school graduates shows that a growing number – it's now over half – are turning down higher-paying jobs for those that offer more room for personal growth. But too often personal growth is left completely up to the individual. Many organizations do a poor job of helping people grow. In a survey of 13,000 managers, only 3% strongly agreed that their companies were good at developing people! Conventional wisdom is that management is getting things done through people. Strong leaders do that well. But they go further. Strong leaders coach and develop people through their work. Sometimes that means helping people do what they don't want to do so they can be the person they want to be.

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Excerpted from Jim's bestseller, [The Leader's Digest: Timeless Principles for Team and Organization Success](#). View the book's unique format and content, Introduction and Chapter One, and feedback at [www.theleadersdigest.com](http://www.theleadersdigest.com). This book is a companion book to [Growing the Distance: Timeless Principles for Personal, Career, and Family Success](#). Jim Clemmer is an internationally acclaimed keynote speaker, workshop/retreat leader, and management team developer on leadership, change, customer focus, culture, teams, and personal growth. His web site is [www.clemmer.net](http://www.clemmer.net).